Rural Secretariat
Executive Council

Annual Activity
Report 2008-09

Message from the Minister

As Minister Responsible for the Rural Secretariat and in accordance with the provincial government's commitment to accountability, I hereby submit the 2008-09 Activity Report of the Rural Secretariat. This report details the activities of the Secretariat from April 1, 2008 to March 31, 2009. It was prepared under my direction and I am accountable for the actual results reported.

In the past year, the Rural Secretariat made significant progress towards addressing the two strategic issues identified in its 2008-11Activity Plan: supporting the work of the Rural Secretariat Regional Councils and provincial Council; and promoting regional and rural considerations in policy development.

Regarding the former, the Rural Secretariat Councils received support from regional partnership planners, provincial office staff and community partners to host a variety of forums and meetings whereby policy issues affecting rural regions were identified and discussed. A number of policy advice documents were developed and submitted to the Provincial Government in 2008-09 as a result of this work. Themes explored included health, education, transportation, and agriculture/agri-foods. This constructive process of deliberation served to engage council members, citizens, and oftentimes Provincial Government officials in informed dialogue about what is required for regional and rural sustainability. While most of the policy themes and questions addressed emerged from the councils themselves, there were also a number of instances where a Provincial Government department requested advice from councils on a specific policy theme or question of special importance to that department. For instance, the Department of Human Resources, Labour and Employment sought the views of all nine Regional Councils and the Provincial Council when developing the recently released Youth Retention and Attraction Strategy.

Regarding the strategic issue relating to regional and rural considerations in policy development, in April 2008 the Provincial Government's Rural Lens became a mandatory decision making support tool for all departments of the Provincial Government. The development and implementation of this tool is an important step in ensuring that regional and rural considerations are fully taken into account by officials when developing policy. The Rural Secretariat was instrumental in developing the Rural Lens. Rural Secretariat staff continues to provide support to departments regarding how best to utilize this decision making support instrument.

In closing, over the past year the Rural Secretariat has made great strides towards addressing the two key strategic issues identified in its 2008-11 Activity Plan. Although the efforts of the Rural Secretariat and its Councils often go unheralded – primarily due to the largely invisible nature of government policy development processes – suffice to say that I am delighted with progress made over this past year. Due to the efforts of the Rural Secretariat and its councils to bring citizens and officials together to contemplate how best to enhance policy decisions affecting rural Newfoundland and Labrador, the overall policy development process in this province has been strengthened. Over the next year I expect and anticipate that the Rural Secretariat will continue to make important contributions to our province.

Honourable Shawn Skinner
Minister Responsible for the Rural Secretariat
Minister of Innovation, Trade and Rural Development
MHA, St. John's Centre

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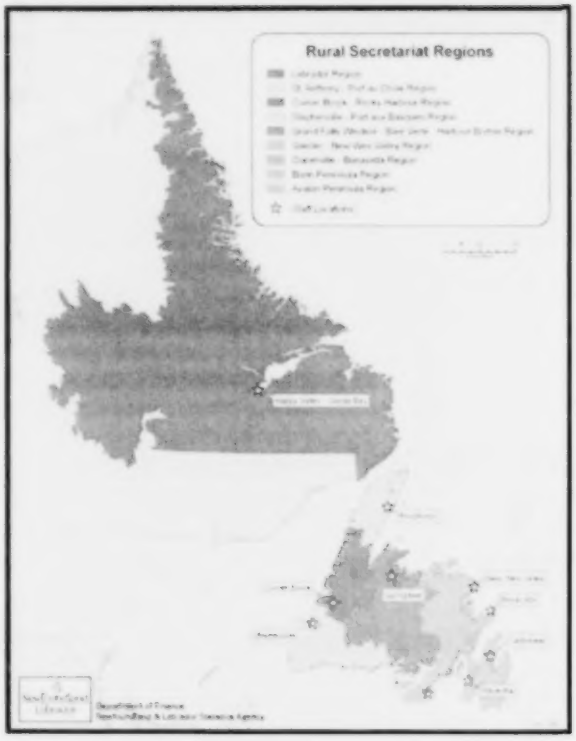
1. Organizational Overview

The Rural Secretariat works to advance the sustainability of rural Newfoundland and Labrador communities and regions. Working with and through its nine citizen-based Regional Councils and one Provincial Council, the secretariat engages citizens, stakeholders, and communities in dialogue about the future of rural Newfoundland and Labrador.



To achieve this, the secretariat works to ensure that citizen and stakeholder voices are considered by the Provincial Government in its decision-making and policy development deliberations.

The secretariat works with its councils to convene learning events, and implement community-based research projects, both of which inform the advice which councils develop and submit to government. The councils' activity plans and annual reports can be found at: www.exec.gov.nl.ca/rural/publications.asp

More broadly, the secretariat also strives to advance collaboration within and between rural communities and regions of this province. It supports and initiates collaboration between and among government departments and rural development stakeholders.

Within the Provincial Government, the Rural Secretariat raises awareness of rural issues among departments, participates on inter-departmental policy development committees that are addressing issues of importance to rural areas, supports implementation of a Rural Lens policy assessment tool, participates in a range of research exercises, and works with industry, community and special interest groups on matters that impact regions and rural areas.

Since 2004 the Rural Secretariat has annually hosted an event that brings together government officials, council members, and other rural stakeholders to discuss important regional and rural opportunities, challenges and issues. In keeping with past years, in October of 2008, the secretariat hosted a community-based research learning event attended by 40 regional and provincial council members. This capacity-building initiative aimed to enhance the ability of councils to design and implement community-based research activities that would ultimately serve to enhance advice documents developed and submitted to the Provincial Government. This interactive event was facilitated by Rupert Downey of the University of Victoria and preceded the Leslie Harris Center's *Knowledge in Motion '08* conference which most council members participating in the capacity-

building event also attended. Whereas the former helped to build the capacity of councils to develop their own regional research efforts, the latter sought to raise awareness among council members of how university research can be used effectively to advance rural development, and to inform policy and decision making processes.

The work of the secretariat is coordinated by a permanent staff complement of sixteen. As of March 31, 2008, there were 10 female and six male staff, with no vacancies. Staff included:

- Assistant Deputy Minister;
- Director of Regional Partnership Development;
- Director of Partnership Research and Analysis;
- Manager of Partnership Administration;
- 10 Regional Partnership Planners;
- Policy and Program Specialist;
- Clerk Typist III.

An organization chart is included as Appendix B.

Ten positions are located in regional offices aligned with the nine regions of the Rural Secretariat. Regional offices are located in Carbonear, Placentia, Bonavista, Burin, New-Wes-Valley, Springdale, Corner Brook, Stephenville, Roddickton and Happy Valley-Goose Bay. Most offices are co-located with the Department of Innovation, Trade and Rural Development or the College of the North Atlantic.

To accomplish its mandate, the Rural Secretariat spent almost $1.37 million in 2008-09 (see Section 12 for details). In 2008-09, the Secretariat's budget funded:

- Salary and operating costs for the Rural Secretariat Provincial Office, Confederation Building;
- Salary and operating costs for Regional Partnership Planners and their offices;
- Operating costs for nine regional councils of the Rural Secretariat; and
- Operating costs for the Provincial Council of the Rural Secretariat.

2. Mandate

The Rural Secretariat's mandate is to:

- Promote the well-being of all regions of Newfoundland and Labrador through a comprehensive and coordinated approach to economic, social, cultural and environmental aspects of regional development.

- Act as the focal point for the provincial Government to work with local and regional partners to build strong and dynamic regions and communities.

- Ensure that regional concerns are considered throughout the Provincial Government and promoted at the federal level.
- Carry out research and analysis of economic and social issues affecting all regions of Newfoundland and Labrador.
- Help communities and regions identify and take advantage of growth opportunities.

3. Lines of Business

The Rural Secretariat's two lines of business, as outlined in its 2008-11 Activity Plan, correlate with its strategic directions (see Appendix A):

- **Partnership Development:** The Rural Secretariat coordinates the development of partnerships that focus on sustainable regional development and provides direct consideration of citizens' and stakeholders' priorities, perspectives and expectations in the development of public policy, infrastructure and other financial decisions, and other provincial government action that impacts regions and rural areas.
- **Formulation and provision of policy advice and analysis with respect to regions and rural areas:** The Rural Secretariat coordinates research and analysis on regional and rural socio-economic issues, provides advice and analysis on legislative, financial, policy, program and service delivery matters that impact regions and rural areas. It also influences and informs cross-departmental analysis and evidence-based decision making with respect to regional and rural challenges and opportunities.

4. Values

The core values explain the character of the organization. The core values of the Rural Secretariat are as follows:

Collaboration	Each person is committed to working together effectively.
Creativity	Each person seeks and supports new ideas and approaches.
Empowerment	Each person is responsible for participating in discussions, making informed decisions, and taking personal responsibility for their contributions.
Inclusion	Each person acknowledges others' views and perspectives and has the right/opportunity to express their own.

Learning Culture	Each individual is recognized and valued for the skills that they bring and is encouraged to continue to learn.
Transparency	Each individual gives and shares open and objective advice based on sound information and principles.
Trust	Each person is open and supportive when participating in partnerships and follows through on requests and commitments.

5. Primary Clients

The primary clients of the Rural Secretariat include its citizen-based Regional and Provincial Councils, community organizations, stakeholders such as Regional Economic Development Boards, and Municipalities Newfoundland and Labrador, organized youth, federal departments and agencies, and departments and agencies within the provincial government. On a broader basis, the client base of the Rural Secretariat includes all the citizens of Newfoundland and Labrador. Within the provincial government, for example, the Rural Secretariat works with all departments as it seeks to fulfill its mandate and achieve its vision.

6. Vision

The vision of the Rural Secretariat is of sustainable regions with healthy, educated, prosperous people living in safe, inclusive communities.

7. Mission

The mission statement identifies the priority focus area of the Minister for the current and previous planning cycles. It represents the key long-term objective that the Minister and the Rural Secretariat will be working towards as they move forward on the strategic directions of the Provincial Government. The statement also identifies the measure and indicators that will assist both the entity and the public in monitoring and evaluating success.

By 2011, the Rural Secretariat will have implemented effective tools and processes required to ensure the consistent and formalized consideration of regional impacts in the development of public policy.

The Secretariat will report on the achievement of the Mission in its 2010-11 Annual Report.

8. Shared Commitments

In establishing the Rural Secretariat, the Provincial Government structured a formal mechanism to ensure matters impacting regions and rural areas are considered in decision making processes. In this context, the secretariat shares a range of commitments within the Provincial Government and plays a coordinating and advisory role within the Provincial Government structure. It does not deliver programs and services.

In working with departments, the secretariat seeks to ensure that policies, decisions and investments are consistent with the Provincial Government's regional sustainability framework. This framework seeks to ensure that all citizens have the opportunity and choice to live, work and raise families in rural areas. To do this, it seeks to ensure that all citizens have access, within reasonable commuting distance, to employment opportunities and a range of private and public sector services. The introduction of the Rural Lens in 2008-09 further ensured that regional and rural considerations are accounted for in decision-making processes. The Rural Secretariat facilitated the introduction of the Rural Lens, providing presentations and a detailed guide on how to use the Rural Lens for government departments. In addition, the Rural Secretariat reviews Cabinet Papers to ensure they have applied the Rural Lens appropriately.

The secretariat believes that its regional sustainability goals can only be achieved through collaboration with departments and agencies that have the mandates to implement policies, programs, services and investments that impact rural areas. Thus the Secretariat works with a host of government departments and agencies such as:

- **Innovation, Trade and Rural Development** (INTRD) on matters related to regional economic development, telecommunications development, and more recently, on the design of a regional collaboration pilot project;
- **Human Resources, Labour and Employment** (HRLE) and **Education** on matters related to educational services, skills development, youth, labour market development and immigration;
- **Fisheries and Aquaculture**, **Natural Resources**, **Tourism, Culture and Recreation** and **INTRD** on matters related to resource management, regional development and industry renewal;
- **Health and Community Services** on matters related to wellness, aging and seniors;
- **Environment and Conservation** on matters related to environmental adaptation, community planning and adaptation, and the *Sustainable Development Act*;
- **Municipal Affairs** and **Transportation and Works** with respect to matters such as major infrastructure decisions and municipal services;
- **Labrador and Aboriginal Affairs**, the **Women's Policy Office** and the **Voluntary and Non-Profit Secretariat** on matters related to their mandate as well as the Violence Prevention Initiative and the Northern Strategic Plan; and
- **Finance** and **HRLE** on matters related to the development and provision of statistical data and other information to assist departments as well as Regional Councils, citizens and other stakeholders to plan and make informed decisions.

9. Report on Performance

The activities and performance of the Rural Secretariat with respect to each of the goals as outlined below, is in support of the Provincial Government's strategic directions for the Rural Secretariat (Appendix A). Within the various regions of the province, the secretariat's performance allowed for the development of new partnerships with other Provincial Government departments, stakeholders and citizens. At the regional level the Rural Secretariat supported the development of initiatives that allowed citizens to share their perspectives on regional and rural sustainability. Within the Provincial Government, the Rural Secretariat is increasingly viewed as a valuable resource with respect to departments obtaining informed regional and rural perspectives on how proposed policy directions may impact rural areas. The secretariat recognizes that the above noted sustainability-building efforts are long-term in nature and thus expect that its activities in 2009-10 and beyond will further support these directions.

Issue One: Support to provincial and Regional Councils

The Provincial Government established nine Regional Councils in 2005 and a provincial Council in 2006 to ensure citizens' and stakeholders' priorities, perspectives and expectations are identified and considered in decision making processes that impact regions and rural areas. Each council has identified its main development priorities for discussion with the provincial government, and each is engaging with citizens and stakeholders to inform, validate and challenge its directions. The Rural Secretariat is responsible for supporting the work of the Provincial and Regional Councils. More particularly, it seeks to ensure that mechanisms are developed and implemented to build knowledge and capacity among citizens and stakeholders, to allow for focused and informed interaction among citizens, stakeholders, the councils and the provincial government, and to allow for the provision of citizens' and stakeholders' input and advice.

Goal: By 2011, the Rural Secretariat will have developed and implemented effective mechanisms which will have allowed the provincial and Regional Councils to fulfill their mandates

Objective: By March 31, 2009, the Rural Secretariat will have developed new, and strengthened existing, mechanisms to allow for focused and informed interaction among citizens, stakeholders, Councils and the provincial government.

Measure: Mechanisms are developed and strengthened

Indicator	Accomplishments 2008-09
Jurisdictional reviews will have been completed to explore processes used in other jurisdictions with respect to citizens' input and advice to decision making processes pertaining to regions and rural areas	Models and structures in 16 other jurisdictions were reviewed. Emphasis was placed on sub-national jurisdictions and regions, including three Canadian provinces, seven United States states, three Australian regions and states, and two United Kingdom regions. At a national level, the Irish model was reviewed. The jurisdictional review largely focused on institutional

Indicator	Accomplishments 2008-09
	arrangements and structures, and less on the success of processes and activities used. Emphasis was also placed on long-term broadly-based planning structures rather than shorter term action oriented plans and strategies. The review found that a range of arrangements were implemented. Some jurisdictions created central agencies and secretariats within the government structure, similar in scope to the Rural Secretariat model. Other models included partnerships with a host university, use of a lead department within government, and use of a third party non-governmental organization. At a broad level, the rural-oriented challenges addressed by each jurisdiction were similar. Most jurisdictions focused on mechanisms to address economic adjustment in resource based industries, such as forestry, fishing and agriculture, and in heavy and industrial manufacturing. Emphasis was placed, generally, on regional development initiatives, labour market supply programs and services, infrastructure investment, and collaboration and partnership sat the local level. A range of tools were implemented to identify and incorporate citizens' perspectives. Some engaged in regular or periodic consultation exercises on specific topics, some engaged expert panels to dialogue on specific issues, some used stakeholder based advisory councils, and some worked through existing stakeholder groups and interests. No jurisdiction reviewed engaged a large number of citizens on a long term basis in a manner similar in scope to the Regional Councils of the Rural Secretariat.
Processes for the provincial departmental engagement with Councils, including defining and clarifying roles and relationships, will have been established	Rural Secretariat staff consulted with senior officials to determine appropriate and effective mechanisms by which advice documents from Regional Councils would be submitted to government. A dual approach was agreed to for submission of input and advice. In instances where a lead department (or agency) can be identified, it was agreed that councils would submit their input and advice directly to the Minister responsible for the lead department (agency). Conversely, in cases where the lead department (agency) is the Rural Secretariat, where it is not clear that there is a lead department, or where a range of departments may be required to participate, input and advice would be submitted through the Minister Responsible for the Rural Secretariat. In these instances, the Rural Secretariat would assist in coordinating actions and responses within the Provincial Government.

Indicator	Accomplishments 2008-09
	A dual approach was also agreed to for engagement with senior officials. In most instances, the Deputy Minister responsible for the policy area would be invited to participate. In those cases where a third party board or agency is involved, such as matters related to health and education, senior officials at the regional level would also be invited to participate. In each case, the role of senior officials would be to provide information, respond to questions and discuss known policy priorities.
Support for citizen and community engagement processes will have been strengthened	Partnering with the Harris Centre's Knowledge Impact in Society Project saw community engagement processes evolve in 2008-09, with increased focus placed on regional forums. These forums saw post-secondary based researchers engage with the councils, other citizens and community representatives to examine key issues identified by the council, specifically looking to identify and validate policy considerations (for more detail see next indicator)
Councils will have been encouraged and supported to engage in dialogue with the provincial government on key regional and rural policy and development priorities	The Rural Secretariat allocated sufficient funding to allow its Regional and Provincial Councils to develop and identify key regional and rural policy development priorities. The nine Regional Councils held a combined 44 meetings in 2008-09 (the expected minimum number of meetings was 36). This compares with 42 meetings in 2007-08. The Provincial Council met twice, the same as its expected number of meetings. Councils of the Rural Secretariat were increasingly encouraged to invite Provincial Government departments and entities to their council meetings and forums. Representatives who attended were able to engage in dialogue and share information on key issues. A variety of the Provincial Government departments and entities have been engaged to date. The councils were encouraged to communicate their dialogue and work around regional and rural policy and development priorities through submission of advice documents. The Regional Councils submitted 20 advice documents to government. These documents covered the following policy areas: youth retention and attraction strategy (eight documents); education (three); agriculture (two); regional governance (two); transportation and telecommunications (two); community adjustment in the Grand Falls-Windsor – Harbour Breton – Baie Verte Region (one); alternate family care programming (one); and the poverty reduction strategy (one). Each council's efforts continue to be supported by a Rural Secretariat Regional Planner. Regional planners worked on

Indicator	Accomplishments 2008-09
	behalf of the councils to plan meetings and engagements with provincial government departments and entities, as well as on the development of advice documents submitted to government.
Meetings and forums for focused dialogue on regional and rural priorities will have occurred	Regional Councils hosted seven regional forums in partnership with the Harris Centre, government departments and entities. In most instances, members from more than one Regional Council attended. Other attendees included senior government officials, Regional Economic Development Boards, regional education and health boards, and other provincial and regional stakeholders. These forums fed into policy advice documents prepared by the councils. The forum topics included: o Agriculture (Stephenville) o Education (Grand Falls-Windsor and Corner Brook) o Energy (Happy Valley-Goose Bay) o Health (Happy Valley-Goose Bay) o Regional governance (Clarenville) o Transportation (Cow Head)

2009-10 Objective:
By March 31, 2010, the Rural Secretariat will have worked with provincial departments, based on information provided by Councils, to advance identified regional and rural development priorities

2009-10 Measure:
- Rural Secretariat worked with departments to advance priorities

2009-10 Indicators:
- Regional forums, workshops and related events organized
- Research projects participated on
- Collaborative processes initiated

Issue 2: Regional and Rural Considerations in Policy Development

Rural areas throughout the province are adapting to a complex mix of economic, labour market, demographic and social change. These changes impact men and women differently, and are reinforced by changing environmental conditions and by changing cultural and social values. Moreover, the ability of the Provincial Government to manage or influence the pace of change is limited in some circumstances. For example, the Provincial Government cannot control economic or labour market conditions in other jurisdictions, energy prices, international trade policy, or currency exchange rates. It can, however, seek to maximize the framework conditions, such as skills training, fiscal capacity, infrastructure investments and the delivery of public services that are necessary for long term regional and rural sustainability. Through mechanisms such as the Rural Lens, the Rural Secretariat is building the capacity of the Provincial Government to ensure that decision making processes identify, consider and are informed by regional and rural considerations.

Goal: By 2011, the Rural Secretariat will have supported enhancements to Provincial Government decision making processes pertaining to the consideration of regional issues and trend information.

Objective: By March 31, 2009, the Rural Secretariat will have supported further implementation of analytical tools to enhance regional and rural decision making

Measure: Further implementation of analytical tools

Indicator	Accomplishments 2008-09
Full implementation of the Rural Lens will have occurred	Effective April 1, 2008, the Rural Lens assessment tool became mandatory for decision making processes in government. Prior to April 1, 2008, approximately 350 staff received orientation training on the Lens. In 2008-09, an additional 50 staff received training on the rural lens. Additional detail is provided in the Rural Secretariat's 2007-08 Annual Report. The responsibility for completing the Rural Lens rests with line departments, not with the Rural Secretariat as a central agency. The Rural Secretariat facilitated the introduction and use of the Rural Lens through ongoing support to departments throughout the year. It is estimated that approximately 40% of one person year was allocated to this task during the year.
The Community Linkages Survey will have been implemented	Survey implementation commenced in 2008-09, and is being completed in partnership with the Newfoundland and Labrador Statistics Agency (NLSA), Department of Finance.
Regional socio-economic and demographic profiles for Rural Secretariat regions will have been enhanced	Socio-economic profiles were updated to incorporate the most recent population projections of the Department of Finance, the results of Census 2006, the 2005 Canadian Community Health Survey and most recent tax filer information (2005). The profiles were also expanded to include information for each of the nine Rural Secretariat regions as well as for each Local Area (Census Consolidated Sub-division) within each Rural Secretariat region. The increased focus on Local Area data is in response to feedback received from various data users who wished to identify, within each region, areas that were performing well versus those areas that were performing less well. The profiles have been distributed to regional staff and the councils, and to other Provincial Government departments.

2009-10 Objective:
By March 31, 2010, the Rural Secretariat will have delivered general and focused information and education sessions with Provincial Government departments and agencies pertaining to the importance of economic, labour market, demographic, social, cultural and environmental trends

2009-10 Measure:

- Information and education sessions will have been held

2009-10 Indicator:

- Number of information sessions held with Provincial Government departments and agencies

10. Additional Highlights and Accomplishments

In addition to the points raised in Section 8, the following additional highlights and accomplishments are worthy of mention. These are consistent with the Rural Secretariat's strategic directions and mandate, and will serve to inform the work of the Secretariat during the 2008-11 period.

Regional Collaboration Pilot Project

In 2008-09, work commenced on a new regional collaboration pilot project that will bring together regional stakeholders to explore how best to develop collaborative processes and practices that advance regional sustainability. The pilot will build upon or complement the work of the existing stakeholder groups. It is not intended to duplicate or replace the existing mandates, roles or work plans of regional agencies and stakeholders.

The pilot was announced in the Speech from the Throne on March 25, 2009 and is being implemented in the St. Anthony - Port au Choix Rural Secretariat region. This region was considered to be a good region in which to implement this pilot as many development stakeholders working in this region have considerable experience with various forms of collaboration. It is hoped that this past experience can be harnessed to advance the work of the pilot. Through this initiative, it is intended that regional stakeholders will work together to create a new and innovative way of engaging government in infrastructure and economic development decision-making. Specifically, stakeholders will have the opportunity to provide advice to senior decision-makers regarding how best to better invest funds in the region. They will be able to work together to identify regional development initiatives and priorities. On the basis of their pilot experiences, stakeholders will also be able to provide advice to the Provincial Government regarding how best to develop and support innovative regional collaboration across the province. They will thus have an opportunity to influence the future direction of government's overall approach to regional development. It is intended that the pilot will operate for a two-year period (2009-10 and 2010-11) with the possibility of an extension.

Planner Initiatives

As previously noted, the Rural Secretariat has 10 Regional Partnership Planners located in nine regions across the province. Planners carry out work for both Councils and the provincial office. On behalf of provincial office, Planners have been involved in community engagement initiatives including forums, meetings and workshops. Content themes explored include: youth; immigration and multiculturalism; homelessness; and tourism. These sessions serve to educate and inform the public as well as to inform the provincial government.

Planners also seek to advance collaboration between and among community groups, researchers, businesses and provincial government departments. Sometimes planners help to facilitate pre-existing collaborative efforts, while at other times they attempt to seed collaboration in areas where positive collaborative working relationships between regional and rural stakeholders are absent. For instance, Planners have worked with and supported the Department of Innovation, Trade and Rural Development and the College of the North Atlantic in the development of business networks relating to agri-foods and manufacturing.

11. Opportunities and Challenges

The Rural Secretariat is situated in a dynamic regional development operating environment characterized by economic, labour market, social and demographic change. These changes are impacting the cultural fabric of all rural areas of the province. They affect the capacity of citizens, communities, and regional development stakeholder groups to positively influence their futures. They affect the way such stakeholders interact with each other and with governments. Many of the factors driving change are beyond the direct control of the Rural Secretariat and the Provincial government generally. In this evolving context, the Rural Secretariat seeks to build awareness and knowledge of regional and rural change, and to identify policy initiatives that can help rural areas adapt to it. The secretariat also seeks to advance regional and cross-sector collaboration as it understands that rural sustainability cannot be achieved without a culture of collaboration underpinning regional and rural development efforts.

Finally, the Rural Secretariat also seeks to ensure that the possible impacts of policy decisions on rural areas are considered in government decision-making processes before such decisions are ultimately made. The Rural Lens is an important mechanism through which to give effect to this role. As a mandatory tool for departments to use in decision making processes, the Rural Lens enhances the consideration of possible impacts by ensuring that they are considered objectively and comprehensively. The Rural Secretariat is currently evaluating the effectiveness of the current Rural Lens. By consulting with departments the secretariat hopes to be able to enhance the Rural Lens tool such that it is of greater value to all who use it. Moreover, the secretariat is working with a number of departments to explore how best to bring a rural citizen perspective into policy discussions in advance of the Rural Lens. The ultimate goal would be to assist interested departments to engage with citizens as early as possible in the policy, program or service development process. For instance, in addition to the Rural Lens process ensuring that rural impacts are considered by policy- and decision-makers, it might also be possible for the Secretariat to assist government departments to engage directly with citizens and stakeholder groups when policies or programs and/or services are in their early design stages.

12. Financial Summary

Expenditure and revenue figures included in this document are un-audited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year End 31 March 2009. Audited financial statements are a requirement at the government level and are made public through the Public Accounts process; however the Rural Secretariat is not required to provide a separate audited financial statement.

RURAL SECRETARIAT	Department Original Budget 2008-09	GL Operating Budget 2008-09	Actual YTD 2008-09
Salaries	1,062,500	1,149,400	980,556
Employee Benefits	7,400	13,400	11,011
Travel & Communication	254,900	263,900	263,833
Supplies	45,000	37,900	17,332
Professional Services	40,000	21,300	19,988
Purchased Services	71,700	79,300	70,399
Property, Furnishings & Equipment	7,500	10,700	10,593
Total Expenditure	1,489,000	1,575,900	1,373,712

Appendix A

Strategic Directions

1. **Title: Regional Partnership Development**

   Outcome Statement: Stronger and more dynamic regions.

   Clarifying Statement: This outcome requires systemic intervention by the Regional Council in the areas of:
   - Partnership Development:
     - Within Regions
     - Between Government and Regions (i.e. Regional Councils)
     - Inter-Departmental (e.g., Deputy Ministers' Council)
     - Inter-Governmental (e.g. ACOA, Federal Rural Secretariat)
   - Forum for informed discussion and priority identification that links economic, social, cultural and environmental aspects of regional sustainability
   - Research and indicator development (e.g. Community Accounts)

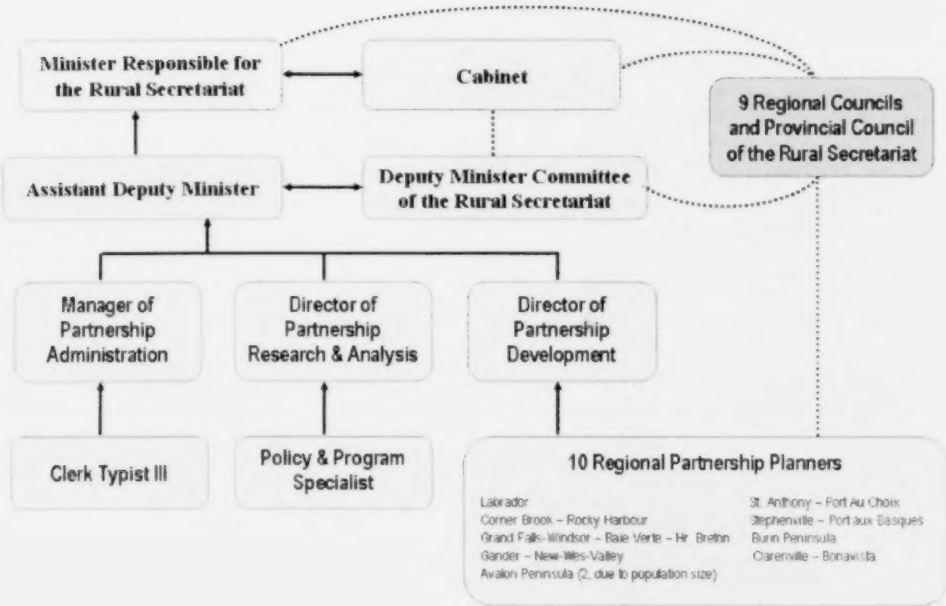
2. **Title: Assessment of Policy on Regional Sustainability**

   Outcome Statement: Improved government understanding of and response to significant and long-term regional issues.

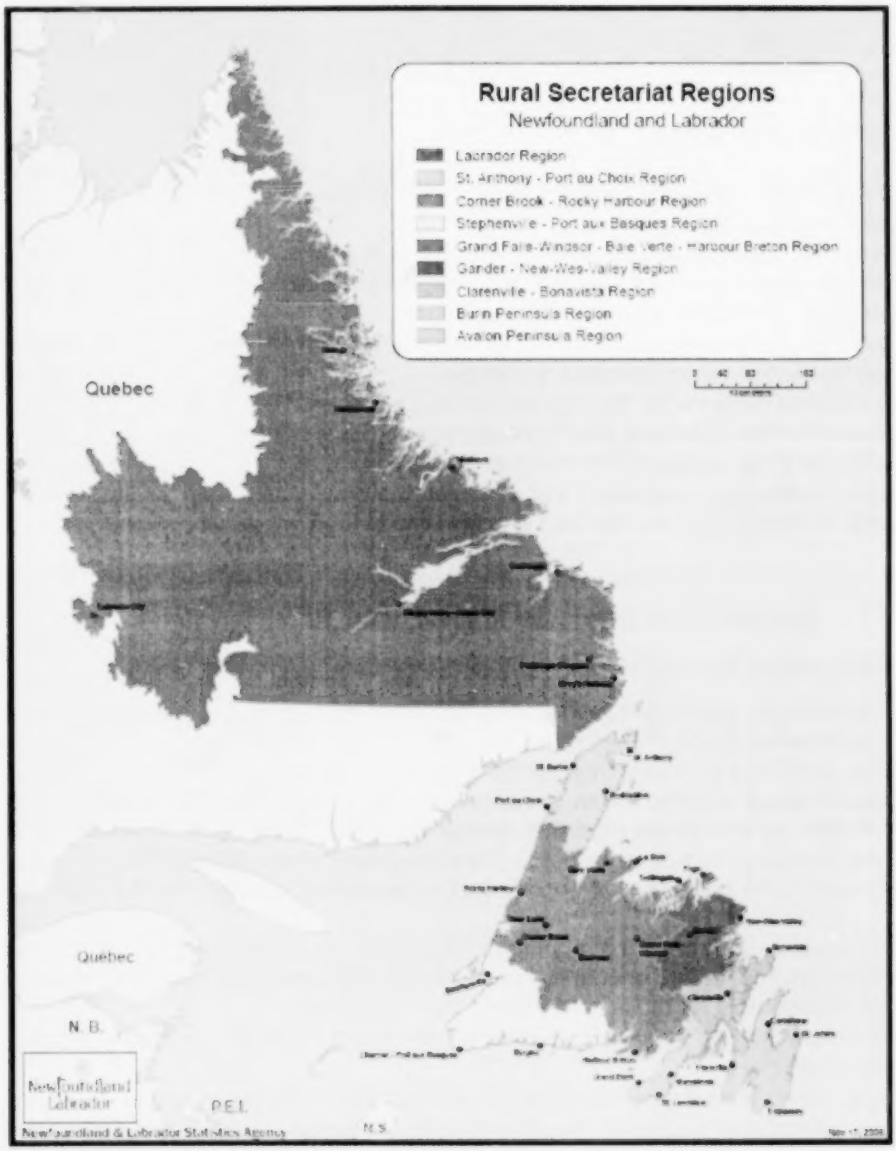
   Clarifying Statement: This outcome requires systemic intervention by the Regional Council in the areas of:
   - Public policy responsiveness
   - Regional perspectives which can inform the development and implementation of public policy
   - Rural Lens implementation

Appendix B

Rural Secretariat Structure


Minister Responsible for the Rural Secretariat
Cabinet
9 Regional Councils and Provincial Council of the Rural Secretariat
Assistant Deputy Minister
Deputy Minister Committee of the Rural Secretariat
Manager of Partnership Administration
Director of Partnership Research & Analysis
Director of Partnership Development
Clerk Typist III
Policy & Program Specialist
10 Regional Partnership Planners
Labrador
Corner Brook – Rocky Harbour
Grand Falls-Windsor – Baie Verte – Hr. Bretnn
Gander – New-Wes-Valley
Avalon Peninsula (2, due to population size)
St. Anthony – Fort Au Choix
Stephenville – Port aux Basques
Burin Peninsula
Clarenville – Bonavista

Appendix C


Rural Secretariat Regions
Newfoundland and Labrador
Labrador Region
St. Anthony - Port au Choix Region
Corner Brook - Rocky Harbour Region
Stephenville - Port aux Basques Region
Grand Falls-Windsor - Baie Verte - Harbour Breton Region
Gander - New-Wes-Valley Region
Clarenville - Bonavista Region
Burin Peninsula Region
Avalon Peninsula Region
Quebec
Quebec
N. B.
P.E.I.
N.S.

Appendix D

Mandate of the Regional Councils of the Rural Secretariat

The Regional Council's mandate is to:

- Develop a common, evidence-based understanding of the social, economic, environmental and cultural realities of a region.
- Review key regional economic and social measures (e.g. education levels, demographic trends, health status, income levels, EI usage, economic diversity) and to reach agreement on the priorities for change over the next five years.
- Identify policies and programs which either advance, negatively impact or need to be developed to encourage the necessary change.
- Advance regional cooperation through the sharing of information on and discussion about economic and social measures, and to encourage regional partners to take action on and be accountable for those areas within their mandates.
- Nominate an individual to represent the region on the provincial Council of the Rural Secretariat.

Mandate of the provincial Council of the Rural Secretariat

The provincial Council's mandate is to:

- Develop a common, evidence-based understanding of the social, economic, environmental and cultural realities facing the province.
- Review key provincial economic and social measures (e.g. education levels, demographic trends, health status, income levels, EI usage, economic diversity) and to reach agreement on the priorities for change over the next five years.
- Identify and advise government on policies and programs which either advance, negatively impact or need to be developed to encourage the necessary change over the five year period.
- Advance cooperation through the sharing of information on and discussion about economic and social measures, and to encourage government and community partners to take action on and be accountable for those areas within their mandates.
- Meet twice annually with the provincial Cabinet and deputy ministers to advance regional development priorities.
- Serve as an external sounding board for government for the development of strategies, policies, programs and budget issues that will affect provincial and regional sustainability.

Photo Credit:

"Iceburg", Moreton's Harbour, Photo Courtesy of: Ed Vincent

Caribou on the Flat Hills, Indian Lookout Trail, Parson's Pond
Photo courtesy of Paul Wylezol, International Appalachian Trail
Newfoundland and Labrador

Photo Courtesy of: Sam Organ

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